



# Recruitment, Selection and Employee Commitment of Academic Staff in the Context of a Private University in Uganda

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This study investigated the influence of recruitment and selection on employee commitment (EC) of university academic staff in a private University in Uganda. A total of 132 academic staff completed a questionnaire survey. The findings of the study revealed that EC was moderate as well and recruitment and selection. Regression analysis revealed that recruitment had a negative and insignificant influence on EC but selection had a moderate positive and significant influence on EC. Therefore, it was concluded that EC was a challenge, recruitment practices were not pertinent as far as promoting EC was concerned but selection practices were applicable to the promotion of EC. It was thus recommended that Directorates of Human Resources should improve implementation of the recruitment and selection processes.

## INTRODUCTION

In Uganda the objectives of a university are; provision of higher education, promotion of research and advancement of learning; dissemination of knowledge and giving opportunity of acquiring higher education to all persons including persons with disabilities wishing to do so regardless of race, political opinion, colour, creed, or sex; and the provision of accessible physical facilities to the users of the university (Bakibinga, 2017). However, universities in Uganda face employee commitment challenges which impede successful attainment of these objectives. For instance, there are frequent strikes (Agababyona, 2014; Ahimbisibwe, 2014; Angulo & Walubiri, 2013; Masaba, 2017), threats of strikes (Namajja, 2018; Nawangwe, 2017; URN, 2017), absenteeism, delayed handing in of marks and there is also declining motivation and commitment to excellence among academic professionals (Mugizi, 2016) with some lecturers not marking examinations but instead forge marks and cheat exams for students. There are also lecturers that do not to prepare for lectures but rely on online plagiarised notes (Mugizi, Bakkabulindi & Bisaso, 2015). If the problem of lack of employee commitment of academic staff persists, there will be a complete decline in the academic standards of universities. This paper investigated whether recruitment and selection practices were factors that could address the problem of employee job commitment to the Universities in Uganda.

## BACKGROUND

### Employee Commitment

Different scholars have defined the concept of employee commitment.

However, overall employee commitment is considered involve feelings such as attachment, identification or loyalty to the object of the commitment (Cohen & Veled-Hecht, 2010). Contemporary literature considers employee commitment as a multidimensional concept that is affective, continuance and normative. The affective dimension of commitment refers to an emotional attachment to and involvement with an organisation; continuance commitment denotes the perceived costs of leaving an organisation; and normative commitment refers to the felt responsibility to support and remain a member of an organisation (Meyer, Stanley & Parfyonova, 2012; Iliyasu Shiyanbade Najeemdeen et al. 2018). Employee commitment is believed to affect the performance of organisations in several ways. For instance, Park, Christie and Sype (2014) indicate that committed employees may be more likely to engage in organisation citizenship behaviours (OCBs), that is, extra-role behaviours, such as creativity or innovation which are often what keep organisations competitive.

Somers (2009) and Jussila, Byrne and Tuominen (2012) propose that employee commitment reduces employee turnover. Lambert and Hogan (2009) state that committed employees are loyal to the organisation, share its values, and identify with the goals of the organisation. Thus, they have little reason to want to leave. Yilmaz and Çokluk-Bökeoğlu (2008) expound that employees with high organisational commitment feelings affect organisational performance in positive ways such as lessening the frequency of performing negative behaviour and improving quality of service. They observe that individuals with organisational commitment are more compatible and productive individuals who have higher levels of satisfaction, loyalty and responsibility. Visagie and Steyn (2011) suggest that employee commitment leads to acceptance of organisational change. They explain that when an organisation engages in change initiatives, committed

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employees provide many benefits such as putting in extra effort to ensure that the change succeeds. Also, committed employees during change serve as public relations representatives and go above and beyond the norm to assist the organisation to function effectively (Kourosh Saki and Maria Bahrami, 2018; Ogbo et al. 2018). Demirel and Goc (2013) indicate that organisational commitment enhances knowledge sharing between employees. They expound that with knowledge sharing, information, skill or expertise are reciprocally exchanged among people, friends, and members of family, community or organisation. This leads to creation of new ideas among the employees and presenting new business ideas fundamental to a living organisation.

### Recruitment

Georgia, George and Labros (2013) define recruitment as the searching for and obtaining potential job candidates in sufficient numbers and quality so that the organisation can select the most appropriate people to fill its job needs. Armstrong (2010) explains that recruitment is the process of finding and engaging the people the organisation needs. Greenidge, Alleyne, Parris and Grant (2012) indicate that the recruitment process comprises a systematic four-phased procedure that is an assessment of whether the vacancy needs to be filled, a job analysis, the production of a job description, and a person specification. On the other hand, Gardner, Reithel, Foley, Coglisier and Walumbwa (2009) state that some firms have now even adopted efficient recruitment approaches to improve employee retention, commitment implied. One of such approach is providing realistic job previews (RJPs) to communicate a more balanced view of the organisation including both positive features and less desirable qualities. RJPJs encourage employees who represent a poor fit with the firm to select themselves out prior to employment. Armstrong (2010) indicates that there are different sources of recruitment namely internal candidates, returns and referrals that is by persuading former employees to return to the organisation or obtain suggestions from existing employees, advertising, online recruitment, recruitment agencies, job centres, executive search consultants, recruitment process outsourcing (RPO) by using providers who to take responsibility for the end-to-end delivery of the recruitment process and educational establishments.

Collings and Mellahi (2009) suggest that organisations should combine internal development and external recruitment. According to Hassink and Russo (2008), in organisations where employees are not fully attached to jobs, internal candidates for promotion compete with external candidates for the vacant position. They explain that employees' relationship with the organisation commences with the recruitment process. The initial schemas that employees have when they begin the recruitment process will influence their job attitude on being hired. The recruitment stage of employee-organisation relationship can significantly influence employee's conception of the employment relationship. Therefore, if recruitment process is managed well, it may significantly influence employee's attitudes and behaviours. Therefore, the recruitment process may be partly responsible for job fit or mismatch. When expectations and contributions of each party (employees and the organisation) match with what the other party had expected, stronger employment relationships follow. On the other hand, unmet expectations are associated with lower employment relationships (Aggarwal & Bhargava, 2009). Hooi (2008) posit that the recruitment process of an organisation can help in finding an employee who can build a long-term relationship (commitment) with the company.

### Employee Selection

Armstrong (2010) defines selection as the process of assessing the suitability of candidates by predicting the extent to which they will be able to carry out a role successfully. He explains that this involves deciding on the degree to which the characteristics of applicants in terms of their competencies, experience, qualifications, education and training match the person specification. Georgia et al. (2013) suggest that the initial step in selection is to categorise candidates as probable, possible or unsuitable. Apparently, this is done by comparing the information provided in the application form or curriculum vitae against pre-determined selection criteria. Potentially suitable candidates will only proceed with the selection process. Accordingly, once the number of shortlisted applicants have been identified and invited, the process of in-depth assessment can begin with an extensive range of assessment methods such as interviews, psychological tests and assessment centres to identify competent candidates that meet the employer's candidate profile and fit the organisation culture. Scheible and Bastos (2012) posit that personnel selection may contribute to the affective and normative commitments to the organisation because by selecting the best available candidates, pride is built in them stimulating them to keep their promises to the organisation. Campbell (2010) contends that in organisational behaviour literature, on the "clan control" notion shows the significance of selection on employee behaviour in organisations. The notion of clan control focuses on management via norms, shared values, and routines which are facilitated, in part, by the careful selection of employees who are likely to internalise the organisation's desired values. The end result is employee commitment to the organisation because of selecting those with shared norms, values and routines.

## LITERATURE REVIEW

### Theoretical Review

The Multidimensional Theory of Person-Environment Fit relates recruitment, selection and employee commitment. Fit at work refers to the compatibility between a person and his or her work environment that occurs when their characteristics are well matched. PO fit perceptions concern the match that individuals perceive between their own values and those of the organisation (Van Vianen, Shen & Chuang, 2010). Jansen and Kristof-Brown in 2006 developed a model encompassing five different dimensions of fit, namely; Person-Vocation (PV), Person-Organisation (PO), Person-Group (PG), Person-Job (PJ) and Person-Person (PP) and five stages of employment (Pre-recruitment, Recruitment/ Job Search, Selection/Job Choice, Socialization, and Long-term Tenure). They propounded that five forms of fit (PV, PO, PG, PJ, and PP) combine to comprise multidimensional PE fit. Their conjecture is that these different dimensions of PE fit have more or less salience at different points in someone's employment. Before thinking about joining an organization, PV is relevant. During a job search, PJ and PP fit become important and PJ and PO come to the fore during selection. During socialisation, PO and PJ are predicted to be the most salient and during long-term tenure, all five forms are relevant (this final phase of the cycle is the focus of this paper). During long-term tenure, PE fit will predict the individual level outcomes of satisfaction, commitment, and withdrawal (Edwards & Billsberry, 2010). PO fit perceptions are vital for job applicants' organisational choice, for recruiters' hiring decisions, and for employees' commitment to the organisation and thus, their turnover decisions (Van Vianen, Shen & Chuang, 2011). This theory proposes that recruitment and selection processes that consider person-environment fit will lead to employee commitment.

### Selection and Employee Commitment

Recent studies (e.g. Chew & Chan, 2008; Edwards & Billsberry, 2010; Gutierrez, Candela & Carver, 2012; Harold & Shiju, 2012; Obeidat, Masa'deh & Abdallah, 2014) relate recruitment to employee commitment. Chew and Chan (2008) studied human resource practices, organisational commitment and intention to stay using employees from higher education, public sector, health care and manufacturing in Australia as the units of analysis. Recruitment was studied in terms of person-organisation fit, which referred to recruitment practices involving efforts to achieve higher levels of fit between newcomers and the organisation. In a correlation analysis, they established that person-organisation fit positively affected organisational commitment. Edwards and Billsberry (2010) tested the multidimensional theory of person-environment fit in an online survey with staff of an organisation based at Syracuse University in New York. They operationalised person-environment fit in terms of recruitment job preview constructs, namely person-organisation fit, person-people and person-job fit. Basing on regression analysis, they found out that all the three constructs positively significantly predicted organisational commitment. Gutierrez et al. (2012) examined the relationship between organisational commitment and person organisation fit in a survey of staff in nursing teaching schools in the USA. Results of their regression analysis showed that person-organisation fit positively predicted organisational commitment.

Harold and Shiju (2012) studied the influence of HRM practices on faculty commitment in higher educational institutions using teachers in colleges in India as units of analysis. In a multiple regression analysis, they established that the HRM practice of recruitment significantly positively influenced affective commitment. In their study, Obeidat et al. (2014) investigated the relationship between human resources management practices and organisational commitment with staff of consultancy firms operating in Jordan as their study sample. Their regression analysis revealed that recruitment methods had a significant influence on organisational commitment. However, contextual gaps emerged with all studies carried out in the Western World (Chew & Chan, 2008; Edwards & Billsberry, 2010; Gutierrez et al., 2012) and Asia (Harold & Shiju, 2012; Obeidat et al., 2014) hence to not catering for recruitment practices in the context of developing countries such as Uganda. These contextual made it necessary for this study to evaluate whether in the context of a university in Uganda, the following hypothesis held:

H1: Recruitment influences employee commitment.

### Selection and Employee Commitment

Several studies (e.g. Chew & Chan, 2008; De Cooman, Gieter, Pepermans, Hermans, Du Bois, Caers & Jegers, 2009; Harold & Shiju, 2012; Obeidat, Masa'deh & Abdallah, 2014) demonstrate that selection positively relate to employee commitment. Chew and Chan (2008) studied human resource practices, organisational commitment and intention to stay using employees from higher education, public sector, health care and manufacturing in Australia as units of analysis. In a correlation analysis, they established that person-organisation fit (selection) positively affected organisational commitment. De Cooman et al. (2009) examined the relationship between employees' work values and their organisation's values (person-organisation fit) using fresh graduate Flemish teachers as units of analysis. Using regression analysis, they established that the higher the perceived match between own and organisational values at entry (selection), the more likely it was that someone stayed with the organisation (continuance commitment). Harold and Shiju (2012) studied the influence of HRM practices on

commitment of college teachers in higher educational institutions in India. Regression results of the study revealed that the HRM practice of selection significantly positively influenced affective commitment.

Obeidat et al. (2014) studied the relationship between human resources management practices and organisational commitment with staff of consultancy firms operating in Jordan as the units of analysis. The results of their regression analysis showed that selection methods had significant influence on organisational commitment. Whereas the above studies made much effort to relate selection and employee commitment, contextual gaps emerge. For instance, the contexts of the studies above were the Western World (De Cooman et al. 2009) and Asia (Harold & Shiju, 2012; Obeidat et al., 2014). On the other hand, De Cooman et al. (2009) and only two studied by Chew and Chan (2008) and Harold and Shiju (2012) were carried out their studies in the education sectors. Otherwise, the study by De Cooman et al. (2009) was carried out on secondary school teachers and Obeidat et al. (2014) carried out their study in consultancy firms. These gaps made it incumbent to test whether selection was an antecedent of employee commitment in the context of a university Africa, particularly Uganda, thus the following hypothesis was studied;

H2: Selection influences employee commitment.

### METHODS

This study adopted the quantitative paradigm because it involved the testing of hypotheses to establish the relationship between recruitment, selection and employee commitment. In particular, the study was largely a survey based on correlational and cross-sectional designs. The correlational design helped in relating each of the two antecedents (recruitment and selection) to employee commitment. The cross-sectional design permitted obtaining of useful data in a relatively short period of time (Bordens & Abbott, 2011). The sample comprised 132 academic staff of Kampala International University Western Campus Branch. The study being a quantitative survey, the data collection method adopted was the survey which involved the use of self-administered questionnaires (SAQs). The method enabled the researcher to cover the respondents quickly and at reasonable cost (De Leeuw, Hox & Dillman, 2008). The SAQ based method was also very suitable for the sampled respondents because of their high proficiency in the language which was used in the SAQ, namely English. The data collection instrument was a self-administered questionnaire developed basing on instruments already used by other scholars, namely Demo et al. (2012); Edgar and Geare (2005) Hooi (2008); Piotrowski and Armstrong (2006); Triguero et al. 2012; Yu & Egri (2005); and Mugizi et al. (2016). Items measuring the various variables were scaled using the five-point Likert scale where, 1 = Strongly Disagree 2 = Disagree 3 = Undecided 4 = Agree 5 = Strongly Agree.

The researcher ensured the content validity of the instruments. The reliabilities of the constructs were established using Cronbach Alpha method provided by SPSS. Similarly, the validities of multi-item constructs were tested using Principal Factor Analysis. The data collected was processed by coding all data questionnaires, entering them into the computer using the Statistical Package for Social Sciences (SPSS), summarising them using frequency tables and editing them to remove errors. The data analysis was done at different levels, namely univariate, bivariate and multivariate. The data analysis at the univariate level was based on percentages from the frequency tables and descriptive statistics that is the mean. At the bivariate level, the dependent variable (DV), employee commitment was correlated with each of the two antecedents which were the independent variables (IVs),

**Table 1** Demographics of the Respondents

Item	Age Categories	Frequency	Percent
Age	Bow 30 years	33	25.0
	30 but below 40 years	66	50.0
	40 and above years	33	25.0
	Total	132	100.0
Gender	Male	72	55.8
	Female	57	44.2
	Total	129	100.0
Education level	Bachelor's degree	43	32.6
	Post graduate diploma	21	15.9
	Master's degree	53	40.2
	PhD degree	15	11.4
	Total	132	100.0
Working experience	Less than 1 year	9	7.5
	1 but less than 5 years	66	55.0
	5 but less than 10 years	33	27.5
	More than 10 years	12	10.0
	Total	120	100.0

namely selection and recruitment. At multivariate level, the DV, was regressed on the two IVs (antecedents) using multiple regression. The Statistical Package for Social Sciences (SPSS) facilitated the data analysis.

## RESULTS

### Demographic Characteristics

The data on demographic characteristics of the respondents in the study in Table 1 show that the modal percentage (50.0%) of the respondents was of those that were 30 but below 40 years, male (55.8%); master's degree (40.2%), worked 1-9 years (39.0%) and 1 but less than 5 years (42.5%). Differences in the totals of the sample were as a result of missing data. The results on demographic characteristics are presented in Table 1.

### Employee Commitment

Employee commitment (EC) was conceptualised as referring to affective, continuance and normative commitment (Mugizi et al., 2016). For each of the perspectives of EC descriptive statistics results that include frequencies, percentages and means are presented. The results also include factor loadings and Cronbach alpha ( $\alpha$ ) indicating the validity and reliability of the results respectively. The results are as presented in Table 2.

The results in Table 2 show that the respondents overall rated themselves their commitment as moderate (AC overall mean = 3.33, CC overall mean = 2.76 & NC overall mean = 3.38, corresponding to undecided). Therefore, respondents were non-committal about their levels of employee commitment. Factor Analysis suggested that the items on each of the three components of employee commitment could be reduced to only one factor, with the respective three factors having eigenvalues of 4.700, 2.909 and 3.059 respectively. The respective three factors explained over 67%, over 58%, and over 50% of the joint variation in the respective items constituting a factor. Considering a factor loading which was at least 0.5 as strong (Beavers, Lounsbury, Richards, Huck, Skolits & Esquivel, 2013), Table 2 implies that each item loaded highly on the corresponding factor, meaning that all items were valid measures of the corresponding constructs (AC, CC & NC). The Cronbach alphas = 0.917, 0.816 and 0.798 for the respective

components of EC were above the benchmark = 0.70 (Tavakol & Dennick, 2011). This means that the items for the three aspects of EC were reliable measures. of the corresponding constructs (AC, CC & NC).

### Recruitment

Recruitment comprised the first predictor variable. The results on recruitment include frequencies, percentages, and means. The results also include factor loadings and Cronbach alpha ( $\alpha$ ) indicating the validity and reliability of the results respectively. The results are as presented in Table 3.

The results in Table 3 show that the respondents rated the recruitment process as moderate (recruitment overall mean = 2.67, corresponding to undecided). Therefore, respondents were non-committal about the recruitment process of the university. Factor Analysis suggested that the items on recruitment could be reduced to only one factor with the eigenvalue of 3.844. The factors on recruitment explained over 64% the joint variation in the respective items constituting a factor. Therefore, the items in Table 3 were valid measures of recruitment. The Cronbach alpha ( $\alpha$ ) = 0.844 above the benchmark = 0.70 suggested that the items were reliable measures of recruitment.

### Selection

Recruitment comprised the second predictor variable. The results on selection include frequencies, percentages and means. The results also include factor loadings and Cronbach alpha ( $\alpha$ ) indicating the validity and reliability of the results respectively. The results are as presented in Table 4.

The results in Table 4 show that the respondents rated the selection process as moderate (selection overall mean = 2.67, corresponding to undecided). Therefore, respondents were non-committal about the recruitment process of the university. Factor Analysis suggested that the items on selection could be reduced to only one factor with the eigenvalue of 4.859. The factors on selection explained over 69% the joint variation in the respective items constituting a factor. Therefore, the items in Table 4 were valid measures of recruitment. The Cronbach

**Table 2** Means, Factors Loadings and Cronbach Alphas on Components of EC

Affective Commitment (AC)	Mean (Overall $\bar{x}$ = 3.33)	Factors Loadings	Alpha( $\alpha$ )
I am very happy being a member of this University	3.64	0.734	0.917
I enjoy discussing about my University with the people outside it	3.48	0.835	
I really feel as if this University's problems are my own	3.14	0.797	
I am deeply attached to this University	3.36	0.867	
I am part of the family of this University	3.25	0.842	
I feel emotionally attached to this University	3.13	0.888	
This University has a great deal of personal meaning for me	3.27	0.857	
Eigenvalue		4.700	
% variance		67.150	
Continuance Commitment (CC)	Mean (Overall $\bar{x}$ = 2.76)	Factors Loadings	Alpha( $\alpha$ )
I am afraid of what might happen if I quit my job in this University without having another one lined up	2.53	0.746	0.816
It would be very hard for me to leave my job in this University right now, even if I wanted to	2.60	0.820	
Too much in my life would be disrupted if I decided to leave my job in this University now	2.68	0.726	
It would be too costly for me to leave this University now	2.84	0.744	
Right now, staying on my job in this University is a matter of necessity	3.11	0.774	
Eigenvalue		2.909	
% variance		58.184	
Normative Commitment (NC)	Mean (Overall $\bar{x}$ = 3.38)	Factors Loadings	Alpha( $\alpha$ )
I think that people these days rarely move from job to job too often.	3.41	0.652	0.798
I believe that a person must always be loyal to his or her University.	3.89	0.694	
Jumping from this University to another seems unethical to me.	3.30	0.699	
One of the major reasons I continue to work in this University is that I feel a sense of moral obligation to remain	3.45	0.816	
Even if I got another offer of a better job elsewhere I would feel it is right to stay in this University	2.98	0.821	
Things were better in the days when people stayed in one institution for most of their careers.	3.25	0.569	
Eigenvalue		3.059	
% variance		50.977	

**Table 3** Means, Factors Loadings and Cronbach Alphas of Recruitment

Recruitment	Mean (Overall $\bar{x}$ = 2.67)	Factors Loadings	Alpha( $\alpha$ )
I handed in a resume for scrutiny by the recruiters	3.28	0.855	0.844
My recruitment to this University was strictly based on merit	2.84	0.935	
I was provided adequate relevant information about this University at the time of recruitment	2.69	0.731	
I was given adequate relevant information about this job at the time of recruitment in this University	2.40	0.735	
I tendered in a recommendation about my suitability for the job	2.60	0.707	
The recruiters carried out reference checks on me	2.16	0.816	
Eigenvalue		3.844	
% variance		64.075	

**Table 4** Means, Factors Loadings and Cronbach Alphas of Selection

Selection	Mean (Overall $\bar{x}$ = 2.96)	Factors Loadings	Alpha( $\alpha$ )
I went through a competitive selection process to obtain the job in this University	2.88	0.863	0.904
To get the job at this University I went through a rigorous selection process	2.86	0.860	
When I was being selected to work in this University, my skills relevant to the job were evaluated	3.12	0.917	
When I was being selected to work in this University, my attitudes relevant to	2.98	0.876	



the job were evaluated		
Background checks were made about me when I was being selected for this job	2.67	0.821
I had an interview with my immediate supervisor	2.91	0.743
I had an interview with management	2.70	0.735
Eigenvalue		4.859
% variance		69.416

**Table 5** Regression of Employee Commitment on Recruitment and Selection

Predictor Variables	Standardized Coefficients Beta ( $\beta$ )	Significance (p)
Recruitment	-0.034	0.843
Selection	0.483	0.006
Adjusted R <sup>2</sup> = 0.188, F = 10.987, p = 0.000		

alpha = 0.904 above the benchmark = 0.70 suggested that the items were reliable measures of selection.

### Regression Model for Predicting Employee Commitment using Recruitment and Selection

To establish whether the recruitment and selection predicted the employee commitment (EC) of the academic staff, EC was regressed on selection and recruitment. The pertinent results are in Table 5.

The results in Table 5 show that recruitment and selection explained 18.8% of the variation in EC (adjusted R<sup>2</sup> = 0.188). This means that 81.2% of the variation was accounted for by factors not considered in this study. The regression model was significant (F = 10.987, p = 0.000 < 0.05). However, recruitment ( $\beta$  = -0.034, p = 0.843 > 0.05) had a negative and insignificant influence on EC while selection ( $\beta$  = 0.483, p = 0.006 < 0.05) had a moderate but positive significant influence on EC. Therefore, the first hypothesis to the effect that recruitment influences employee commitment was rejected but the second hypothesis to the effect that selection influences EC was accepted.

### DISCUSSION

The study revealed that employee commitment was moderate. This finding is consistent with the premise on which this study was based that universities in Uganda faced employee commitment challenges. The first hypothesis (H<sub>1</sub>) to the effect that recruitment influences employee commitment (EC) was rejected. This finding was inconsistent with the findings of previous scholars. For instance, by Chew and Chan (2008) established that that person-organisation fit positively affected organisational commitment. Edwards and Billsberry (2010) reported that person-organisation fit, person-people and person-job fit positively significantly predicted organisational commitment. Gutierrez et al. (2012) showed that person-organisation fit positively predicted organisational commitment. Also, Harold and Shiju (2012) established that recruitment positively significantly influenced affective commitment. Obeidat et al. (2014) revealed that recruitment methods had a significant influence on organisational commitment. With all the findings of previous scholars supporting the hypothesis which was rejected in this study, it means that recruitment in the context of academic staff in Uganda was very weak to influence EC.

The second hypothesis (H<sub>2</sub>) to the effect that selection influences EC was accepted. The finding is consistent with the findings of previous scholars. For example, Chew and Chan (2008) established that person-

organisation fit (selection) positively and significantly affected organisational commitment. De Cooman et al. (2009) found out that that the higher the perceived match between own and organisational values at entry (selection), the more likely it was that someone stayed with the organisation (continuance commitment). Harold and Shiju (2012) revealed that selection significantly positively influenced affective commitment. Obeidat et al. (2014) reported that selection methods had a significant influence on organisational commitment. With the findings of previous scholars consistent with the finding of this study, this means that selection has an influence on EC.

### CONCLUSION

Drawing for the above discussion, it can be concluded that in the context of private universities in Uganda, employee commitment (EC) was a challenge. This should involve implementing effective recruitment and selection practices. This is because currently, recruitment practices employed are not pertinent as far as promoting EC is concerned. The selection practices employed are applicable to the promotion of EC but are also still wanting. Therefore, it is recommended that the Directorates of Human Resources should improve the implementation of the recruitment process. This should be through making applicants submit their resumes for scrutiny, ensuring that recruitment is strictly based on merit, applicants are provided adequate relevant information about the universities and jobs at the time of recruitment, applicants tender in recommendations about their suitability for the job, and recruiters carry out reference checks. In addition, Directorates of Human Resources should improve the implementation of the selection process. This should be through implementing a competitive and rigorous selection process, evaluating skills and attitudes of candidates relevant to the jobs, carrying out background checks, interviews with immediate supervisors and management. However, the investigations of this paper were limited to one private university. Therefore, future research should cover several private universities.

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